

Community Engagement for Planning CFSA's Performance-based Contracting Initiative



For those participating via audio/web conference:

Remember to call 1.800.266.1762 for audio

The conference will start soon.

Need technical assistance? Call ReadyTalk Support 1.800.843.9166



Purpose

- To secure improved outcomes for children in out-of-home care and their families, including:
 - timely and lasting permanency for all children;
 - improved child safety;
 - enhanced placement stability; and
 - enriched quality and appropriateness of services provided to children and families



March 13, 2007

Community Engagement Meeting Goals

- Shared vision and shared ownership of desired child welfare system outcomes
- Identification of current strengths to maintain in future procurement
- Identification of current challenges to achieving successful outcomes
- Recommendation for core elements of a redesigned system



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Meeting Parameters

- CFSA will transform its contracting and procurement process to implement performance-based contracts (PBC)
- CFSA has not decided on a PBC model
- Eliciting comments, feedback, and reactions to PBC options CFSA is considering
- No definitive actions will be decided in these meetings; meetings will inform CFSA planning



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Meeting Parameters (continued)

- Some requirements and outcomes placed on the District of Columbia's child welfare system are non-negotiable
- CFSA is sincere in hearing your perspective and using your input to inform our decision
- Your input will help us determine how we can support current providers through transition from current contracting system to PBC
- Community engagement is time-limited



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Synopsis of written comments on RFI



Service Delivery/Case Management Responsibility

Proposed in RFI

- Single Lead Agency (LA) assigned only case management responsibility; cannot provide direct services
- LA organizes, enhances, and coordinates system of care, building on services offered by local providers:
 - Placement settings – foster homes, group homes, IL beds; group home and some therapeutic beds for CFSA use
 - Mental and behavioral health services
 - Educational supports
 - Community supports

Comments

- Service capacity and quality challenges are not resolved
- Leaves child welfare system vulnerable
- Split in caseload potentially creates competition for scarce resources in small jurisdiction
- Single Lead Agency simplifies CFSA oversight
- Allows for business innovations



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Service Delivery System

Proposed in RFI

- LA responsible for administration and oversight of its case management and service delivery system, including but not limited to:
 - Network development and support
 - Case management and case planning
 - Foster and adoptive family recruitment, training, licensing, and support

Comments

- LA should be allowed to develop and provide any services that are in short supply or unavailable
- LA should determine its capacity for providing services internally and which services should be subcontracted out
- LA should provide administrative services only and leave other services to other contractors
- LA role should be applying utilization management and quality control principles in the case management process
- CFSA should collaborate with LA on foster home recruitment
- CFSA should build capacity for foster home recruitment prior to start-up of contract



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Performance Expectations

Proposed in RFI

- LA accountable for performance using measures directly related to:
 - LaShawn Implementation Plan
 - Federal law and CFSR measures
 - DC legal mandates
 - CFSR expectations for improvement

Comments

- Outcomes are reasonable but may be too many at one time
- Challenges to meeting performance expectations:
 - Intergovernmental barriers (ICPC with Maryland)
 - Cross-system issues (mental health)



Financial Approach

Proposed in RFI

- Case rate based on episode of care:
 - Includes separate case rates for Legacy cases and new cases
 - Flexible payment structure provides 3-month mobilization payment then 17 equal payments
- Financial incentives and disincentives for performance
- Shared risk pools

Comments

- Fiscal model does not fully consider clinical complexities of Legacy cases
- Fiscal model may prohibit smaller, less-financially established providers from competing
- Rate-setting methodology and assumptions should be explained further
- Incentives and disincentives should be equalized
- Develop model for reinvestment of savings into system of care



Features to Retain in any Future Procurement

- Performance-based approach to awarding contracts
- Integration of case management with clear outcomes and financial incentives
- Requirement for a continuum of services
- Utilization management requirements
- Readiness review and assessments
- Fiscal model that allows for creative tension that promotes development of innovative ideas and solutions



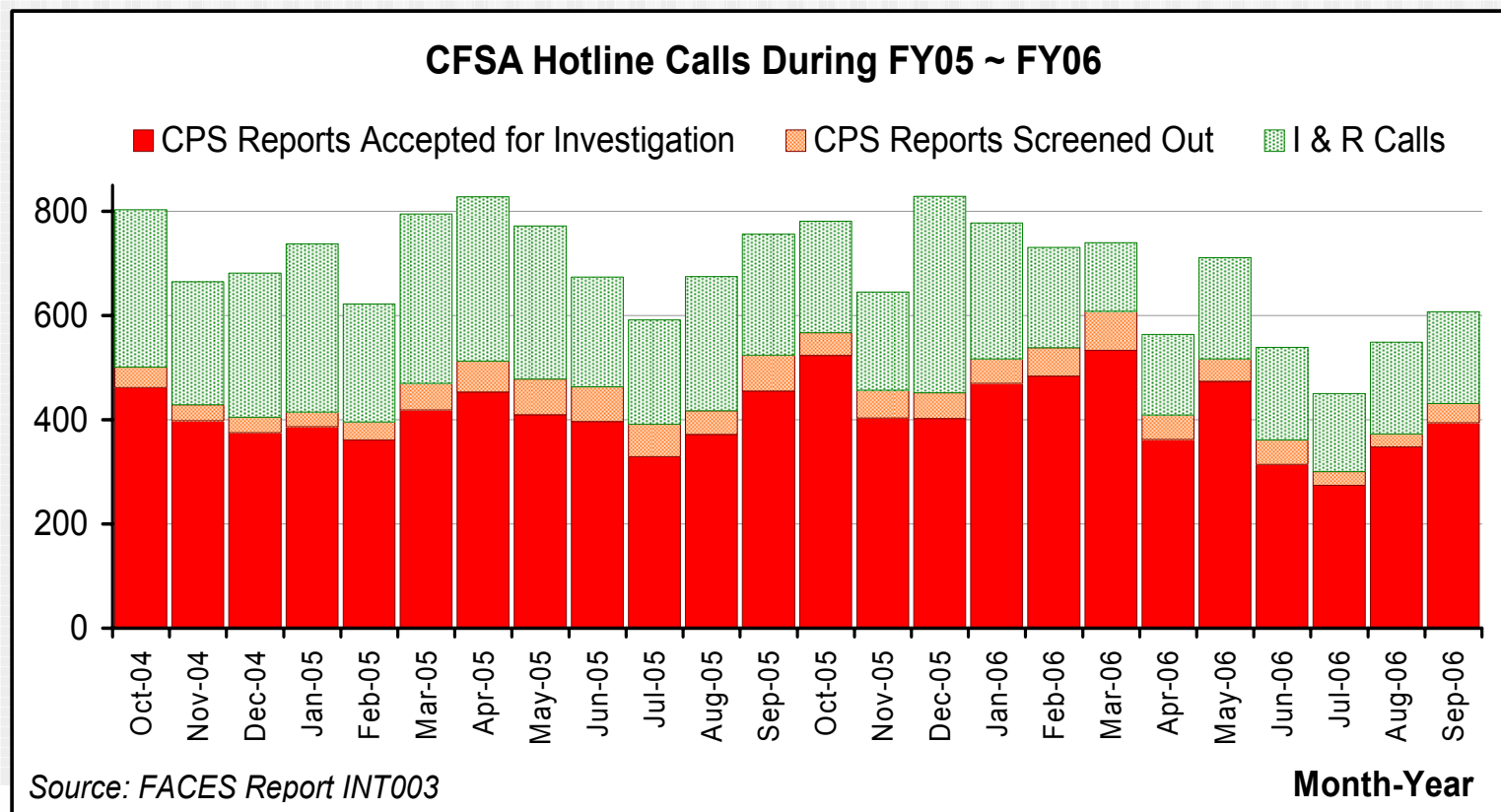
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Current performance and performance expectations



Investigations



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Out-of-home Care

- As of December 31, 2006:
 - 2,286 children and youth in out-of-home care
 - 854 youth (37%) are 16 and older
 - 1,102 (48%) placed in Maryland
 - 1,669 children (73%) placed in family-based settings
 - 119 children (5%) placed in residential treatment facilities



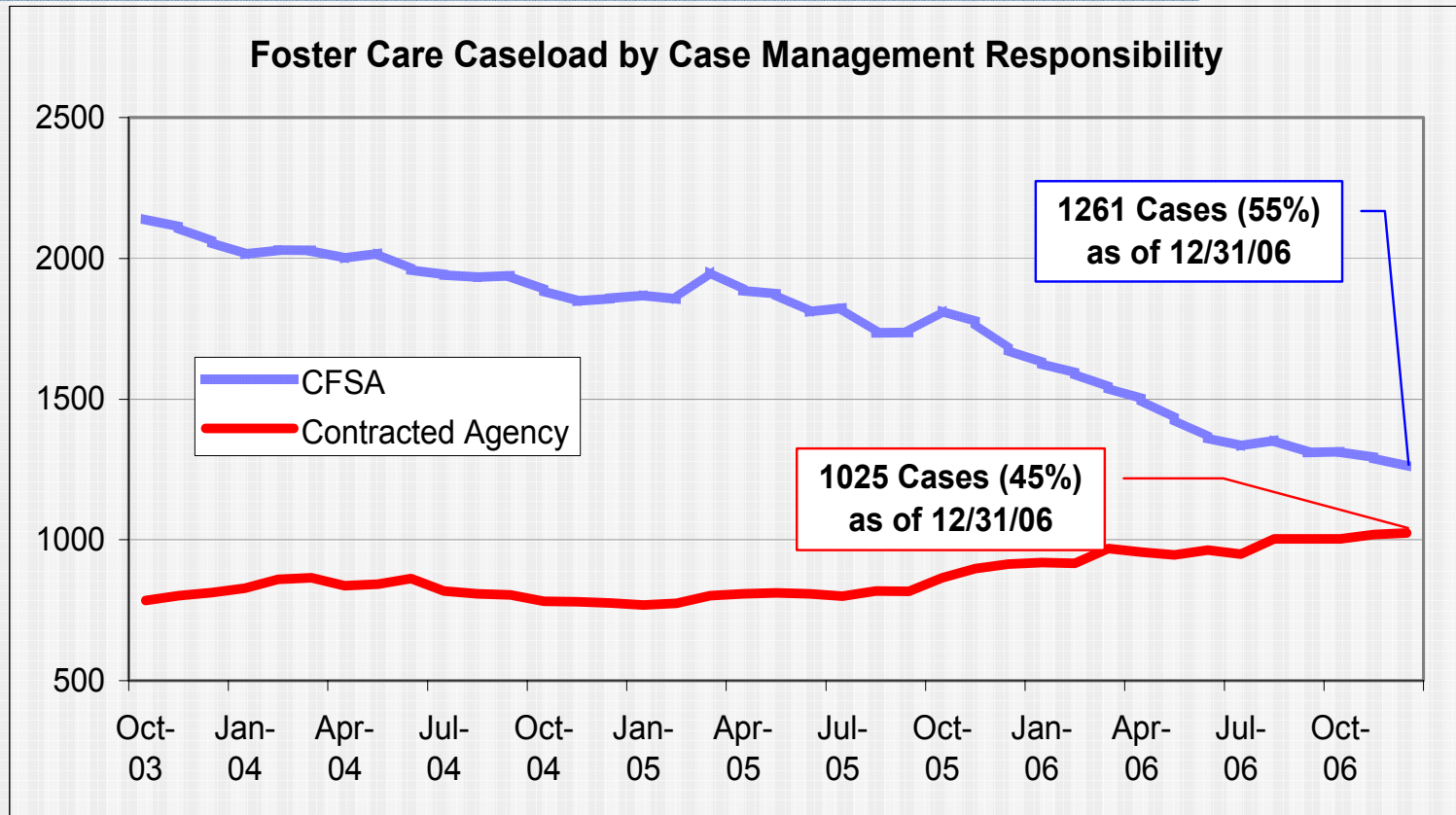
Out-of-home Care (continued)

- As of December 31, 2006:
 - 341 children (15%) placed in congregate care settings
 - 24 children age 12 and under in congregate settings, most placed in emergency facilities
 - 157 children (7%) waiting for a licensed placement or placed in other types of settings (e.g., hospitals, correctional facilities)
 - 399 children (17%) have had three or more placements in the last 12 months



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Case Management Responsibility



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Achieving Permanency

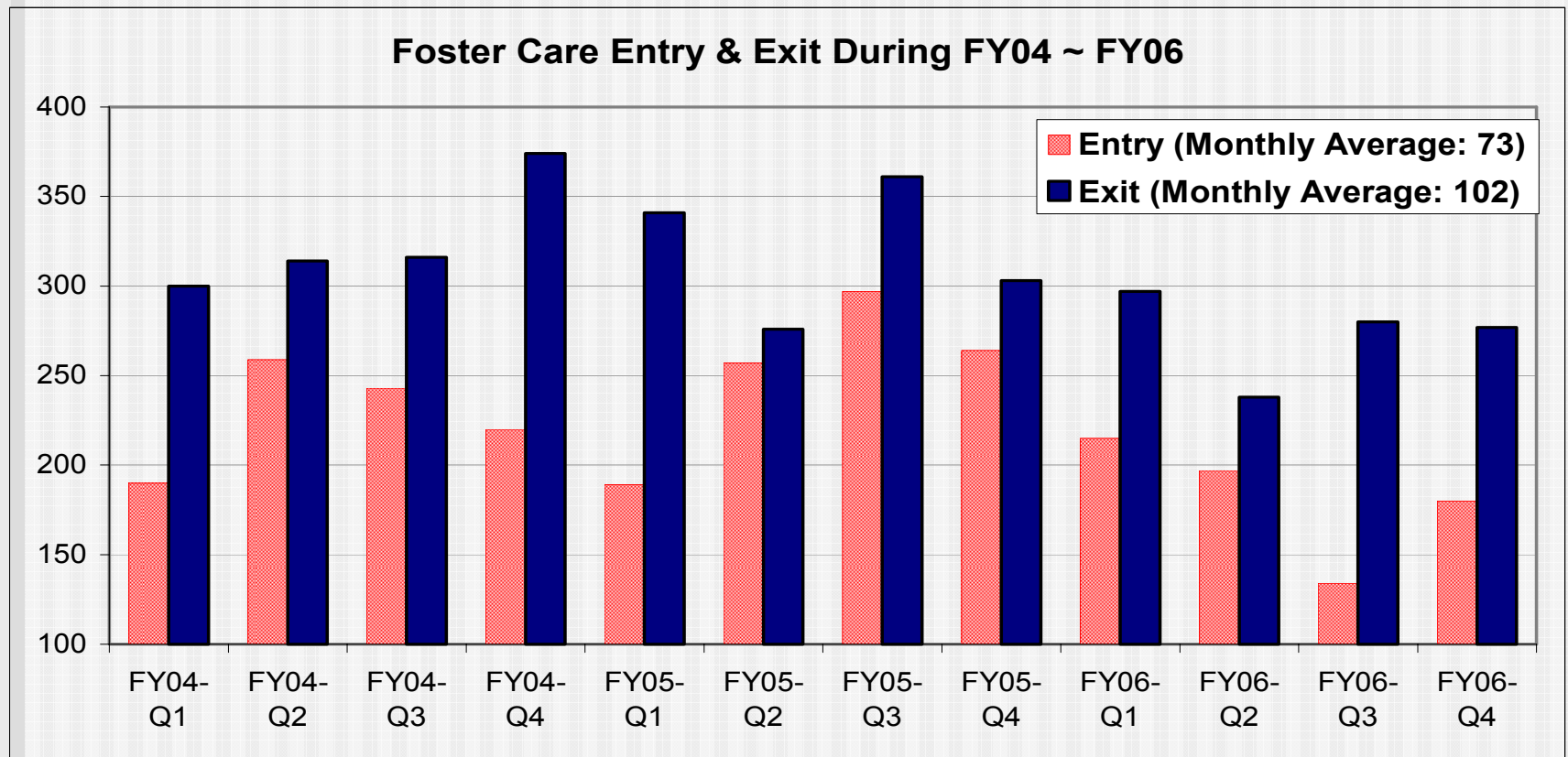
As of December 31, 2006:

- Permanency Goals:
 - 24% have a goal of reunification
 - 15% have a goal of legal guardianship
 - 23% have adoption as a goal
 - 34% have Alternative Planned Permanent Living Arrangement (APPLA) as a goal
- 56% of all children have been in care for two years or longer
- 65% of children served by private agencies have been in care for 2 or more years, including 8% who have been in care for more than 10 years



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Foster Care Entry and Exit



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Performance Requirements

- Amended Implementation Plan (AIP) approved February 2007
- AIP requires District of Columbia to meet certain performance expectations to exit court oversight by 12/31/2008
- CFSA has to meet ASFA mandates and Federal Child and Family Services Review standards



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AIP Requirements

- CFSA shall provide for or arrange for services through operational commitments from District public agencies and/or contracts with private providers
- CFSA and DMH will complete a mental and behavioral health needs assessment of CFSA-involved children and youth by March 31, 2007 and use the results to identify additional specific service needs and enhancement strategies



AIP Requirements (continued)

Placement-related requirements:

- Children shall be placed in the least restrictive, most family-like setting appropriate to their needs
- Children under 12 shall not be placed in congregate care settings
- CFSA shall not place any child under 6 years of age in a group care setting, except for children with exceptional needs that cannot be met in any other type of care



AIP Requirements (continued)

Requirements for reducing multiple placements:

- Of all children served in foster care during fiscal year 2007 and subsequent years, and who were in care:
 - Less than 12 months, 88% shall have two or fewer placements
 - At least 12 months but less than 24 months, 65% shall have had two or fewer placement settings
 - At least 24 months, 50% shall have had two or fewer placement settings since October 1, 2004 or entry into care (if entry was after October 1, 2004)



AIP Requirements (continued)

- CFSA shall have in place a functioning performance-based contracting system that:
 - develops procurements for identified resource needs, including placement and service needs
 - issues contracts in a timely manner to qualified service providers in accordance with District laws and regulations
 - monitors contract performance on a routine basis



AIP Requirements (continued)

- CFSA contracts for services shall include provision requiring provider to accept all clients referred pursuant to the terms of the contract, except for a lack of vacancy
- Contracts with private agencies will include financial incentives and disincentives tied to performance
- CFSA will take all steps necessary to enforce the terms of private agency contracts, including the use of financial incentives and disincentives tied to performance





PBC elements under consideration to improve performance



Elements Under Consideration to Improve Performance

- Fewer case management contracts
- A system that includes opportunities to build on current provider strengths and to quickly develop or expand services in areas where growth is needed
- Operational possibilities based on RFI feedback:
 - Contract for network developer and CFSA retains case management
 - Contract for network developer and network developer subcontracts for case management



Elements Under Consideration (continued)

- Operational possibilities based on RFI feedback:
 - Smaller number of case management contracts and separate contract for network developer
 - CFSA retains network development function and contracts for or retains case management
 - Smaller number of case management contracts and separate contracts for placement services
 - Smaller number of case management contracts

